

Intelligence Community Staff

ICS 77-2126  
16 March 1977

MEMORANDUM FOR: See Distribution

FROM

:

Director of Performance Evaluation  
and Improvement

SUBJECT

:

PRM-11

Attached is my effort to state an issue that is central to PRM-11, Task 2. I would like to discuss it in a special session of the DCI PRM-11 working group at 1400 on 18 March 1977 in Room 6E0708 CIA Headquarters Building. Good representation from CIA addressees is hoped for. Others may attend if they wish.

Attachment:

As stated

Unclassified when separated  
from attachment.

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1. PRM-11, Task 2, calls for a diagnosis of the DCI's roles, responsibilities, and authorities. A key issue is, therefore, the tension between his role as head of CIA and his role as Community leader.

2. A related, important, but not-so-clearly perceived issue is the tension between unique roles played by CIA as an agency and its role as a Community element. Many outside and some inside the Langley headquarters building see CIA as "just another agency," competing with other NFIP elements for DCI attention and blessing, unfairly in the eyes of some. But the following contrasting statements are clearly true:

a. CIA is the DCI's real executive base (NIO and Intelligence Community Staffs, both comparatively small, are viewed as both "of CIA" and Community).

b. Historically, CIA is supposed to be "central," tying together the performance of other intelligence elements.

c. Through the DCI, CIA is the only intelligence element that reports to the President without going through a policy official.

d. CIA is not an autonomous member of a Community; many of its functions are intimately dependent on other Community elements. CIA:

- gets vital intelligence inputs from others;

- supplies vital information to others;

- spends much time in collegial processes with others, e.g., requirements, NIES;

- depends on others for cover and other services;

- gets people from other agencies and sends people to other agencies;

- coordinates clandestine operations government-wide;

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- supplies services of common concern;
- runs one element of a major DOD program office.

3. Can other agencies say the same thing about their functions, -- and to the same degree?

4. Is not the multi-hatted role of the DCI reflected in a multiplicity of CIA roles? Does this pose a problem for the DCI and for CIA managers? Is the problem that these multiple roles exist or that, while extant, they are not sufficiently recognized?

5. How should this problem be defined and treated in PRM-11?

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